



STATE OF WASHINGTON
OFFICE OF THE STATE HUMAN RESOURCES DIRECTOR

DIRECTOR'S REVIEW PROGRAM
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November 20, 2012

TO: Darryl Sclater, Administrative Officer
Pacific Northwest Newspaper Guild

FROM: Teresa Parsons, SPHR
Director's Review Program Supervisor

SUBJECT: Linda Darragh v. Department of Enterprise Services (DES)
Allocation Review Request ALLO-11-101

On April 4, 2012, I conducted a Director's review conference regarding the allocation of Linda Darragh's position. Present during the Director's review conference were Linda Darragh; Yoko Kuramoto-Eidsmoe, Pacific Northwest Newspaper Guild, Communication Workers of America (CWA) 37082; Tony Brown, Human Resources Consultant DES; and Terry Wilson, Human Resources Manager, DES. At the conference, Ms. Kuramoto-Eidsmoe and DES agreed to go back and review Linda Darragh's position. Subsequent to the conference, you became Ms. Darragh's representative.

On October 4, 2012, I had a telephone conference with you and Mr. Brown, and we determined I would continue with my review of Ms. Darragh's position, based on the duties assigned on October 1, 2011, separate from any subsequent review by DES.

Director's Determination

The Director's review was based on a review of the Position Description Form (PDF) describing Ms. Darragh's duties and responsibilities on October 1, 2011. As the Director's designee, I carefully considered the written documents in the file. Based on my review and analysis of Ms. Darragh's assigned duties and responsibilities, I conclude the Graphic Designer class provides the best fit overall, based on the existing job classes. Therefore, her position should be reallocated to that class.

Background

On October 1, 2011, the former Department of Printing consolidated with other agencies into the newly created DES as a result of Engrossed Substitute Senate Bill 5931. Therefore, the Department of Printing and its classification system ceased to exist on September 30, 2011. As a result, Ms. Darragh's position, which had previously been allocated as an Electronic Prepress Specialist was placed into the Washington General Service (WGS) classification system.

Because the WGS classification plan does not include the specific job classes previously used by the Department of Printing, DES allocated the employees' positions to an existing WGS job class on a best fit basis. In addition, DES Y-rated Ms. Darragh's salary pursuant to Article 40.4 of the Collective Bargaining Agreement between the State of Washington and the Coalition, including CWA 37082 (Exhibit 2).

On October 20, 2011, Ms. Darragh requested a Director's review of DES's allocation decision (Exhibit 1).

Summary of Ms. Darragh's Perspective

Ms. Darragh asserts she performs complex technology related tasks such as outputting files from postscript applications, scanning, ripping, trapping, imposition, proofing, and digital plating. Ms. Darragh indicates that many of the images coming into the print shop from customers are already in a digital design file, but she needs to ensure the images are correctly integrated into the design application. She explained that "ripping and trapping" involves separating the image into four colors and ensuring it is positioned correctly for four-color plates. Imposition involves placing images onto individual sheets for printing. Proofing includes preparing images for customer approval. Ms. Darragh states that she uses a variety of design software programs and manipulates files for compatibility and optimal printing. Ms. Darragh contends the Information Technology Data Processor 3 classification does not reflect the complexity and skill level required of her position.

Summary of DES's Reasoning

DES acknowledges the existing general government job classes may not provide a perfect fit for the unique functions assigned to employees working in the print shop. DES indicates Ms. Darragh's position was allocated to the Information Technology Data Processor 3 classification based on the available class specifications within the general government classification system.

Rationale for Director's Determination

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

Duties and Responsibilities

The Position Description form for Ms. Darragh's position describes the position objective as follows (Exhibit 3):

The Prepress Specialist is responsible for outputting files from Postscript applications, which includes scanning, ripping, trapping, imposition, proofing, and digital plating. The Prepress Specialist also assists in establishing workflow solutions based upon current technological trends and software releases.

Ms. Darragh is assigned to work second shift. The following summarizes the majority of duties assigned to her position:

- 75% Outputting files from Postscript applications, scanning, ripping, trapping, imposition, proofing, and digital plating.
- 10% Assist in establishing workflow solutions based upon current technological trends and software releases.

Other duties include retrieving customer files from digital archives; performing pre-flight of customer files for file integrity, printability and accuracy; assembling electronic layouts; and maintaining the calibration and quality levels of high-end output devices.

During the Director's review conference, Ms. Darragh explained that she works with a variety of software programs and manipulates files received from customers to be compatible with those used for the printing presses. When digital files come in from customers, they often need to be adjusted, for example, from RGB (red, green, blue) to a four-color set up. Images go through a "ripping" process (form of digitalizing) and "rastering" (separating image into four colors) so they will translate correctly. Files need to be reconfigured to fit analog equipment. Trapping occurs on jobs with multiple colors, which may require manual "drawing" between colors to ensure there is no white space between two colors. Imposition includes determining how images will transfer to the paper, which may involve changing perimeters to make images fit. While programs can be set to automatically perform some of these functions, Ms. Darragh's position has to review each image and perform a lot of manipulations to ensure the images are correct prior to creating plates for production.

Class Specifications

When comparing the assignment of work and level of responsibility to the available class specifications, the class series concept (if one exists) followed by definition and distinguishing characteristics are primary considerations. While examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the work envisioned within a classification.

The **Information Technology Data Processor 3** definition states the following:

Within an agency or institution's information systems organization, stages production systems into a computer along with associated data files through the use of remote terminal devices or job submission procedures.

The Information Technology Data Processor 3 distinguishing characteristics are identified as follows:

This is the senior-level class of the series. Incumbents perform complex data control tasks in the preparation and maintenance of production systems, such as preparing documentation or reviewing it for workability and established standards, or staging for systems requiring precise sequencing and/or interaction with multiple systems passing data files back and forth.

Under general supervision, develops relevant parameter information for specific application programs, such as job control language, working file size, output media, using knowledge of departmental procedures and standards.

Information Technology Data Processor 3 typical work examples include the following:

- Stages production to include preparation and inclusion of program parameters, run date, input/output file requirements;
- Maintains job run books and job controls to ensure compliance with job set-up and implementation procedures;
- Facilitates improved production by making minor modifications to standard set-up routines to include re-scheduling;
- Facilitates completion of scheduled production processing through coordination of off-site computer facilities;
- Confers with programmers regarding system failures;
- Prepares and reviews job summary reports of completed production jobs; initiates corrective action, as necessary.

In summary, the Information Technology Data Processor classes involve data input, including scheduling, staging, and coding information for use on a computer. They include data control, preparation and distribution of computer input/output for production jobs. Although Ms. Darragh's position prepares digital files for transfer to plates used in production, the overall focus of her position is not data processing. Rather, there is a design component in ensuring the layout and design of graphic images submitted electronically from customers are set up correctly so that plates can be created for use on printing presses. The work Ms. Darragh performs extends beyond data processing. Therefore, the Information Technology Data Processor classes do not encompass the full scope of responsibility and graphic design elements assigned to her position.

The class series concept for the **Information Technology Specialist** series reads as follows:

Positions in this category perform professional information technology systems and/or applications support for client applications, databases, computer hardware and software products, network infrastructure equipment, or telecommunications software or hardware.

This category broadly describes positions in one or more information technology disciplines such as: Application Development And Maintenance, Application Testing, Capacity Planning, Business Analysis and/or Process Re-Engineering, Data Base Design And Maintenance, Data Communications, Disaster Recovery/Data Security, Distributed Systems/LAN/WAN/PC, Hardware Management And Support, Network Operations, Production Control, Quality Assurance, IT Project Management, Systems Software, Web Development, or Voice Communications.

Positions which perform information technology-related work to accomplish tasks but are non-technical in nature would not be included in this occupational category.

While Ms. Darragh does work with client files and manipulate them to fit design software, the primary thrust of her position is not to support information technology systems or applications. The primary focus of her position is to prepare digital files for computer to plate output to be used on printing presses in production. Therefore, the Information Technology Specialist class series is not the best fit for Ms. Darragh's assigned duties and responsibilities.

The **Graphic Designer definition** states the position "[d]esigns and produces a variety of graphic projects including printed publications . . . three-dimensional exhibits, and illustrative materials, using tools such as computers and their associated peripherals."

The Graphic Designer distinguishing characteristics are described as follows:

This is the journey level within the series. Under general supervision, designs and prepares original artwork for a variety of communication purposes. Positions are responsible for developing and designing a variety of illustrative materials in conjunction with a client. Positions work independently and provide recommendations and advice to clients on practical applications of graphic design, selection of paper stock, type-style, ink colors, photography, and in determining the most appropriate methods and techniques of designing and producing illustrative materials and publications targeted toward a specific audience.

Note: For the purposes of this specification, the term illustrative means to make clear or more easily understood through the use of drawings, charts, or other materials.

Ms. Darragh's position works with design software and manipulates graphic images as part of the digital plating process, which are transferred to hard copy plates and used on the printing presses during production. Ms. Darragh designs and develops the digital images used as the templates for a variety of print jobs. While not a perfect fit, Ms. Darragh's duties and responsibilities closely align with the overall scope and level of work described in the Graphic Designer job class.

Overall, the following examples of work lend support to the scope and level of responsibility assigned to Ms. Darragh's position:

- Designs and produces graphic projects such as publications, brochures, posters, signs, bulletins, educational information and materials, logos, advertisements, maps . . . and other illustrative materials;
- Illustrates assigned subject matter using a variety of techniques and materials such as computer graphics . . . ;
- Produces complex, computer-generated multi-page photomechanical art or separations for black and white, and color reproduction, using graphic design software for page layout, illustration, and photo manipulation (not word processing software);
- Accomplishes typographic compositions, conversions and manipulations of photographs and illustrations, using a variety of reprographic techniques, computer software, and materials;
- Prepares and coordinates a variety of camera-ready artwork for reproduction by offset and/or letter press . . . ;

- Checks galleys, page proofs, press proofs, bluelines, color separation proofs and prepares as required.

In Salsberry v. Washington State Parks and Recreation Commission, PRB Case No. R-ALLO-06-013 (2007), the Personnel Resources Board addressed the concept of best fit. The Board concurred with the former Personnel Appeals Board's conclusion that while the appellant's duties and responsibilities did not encompass the full breadth of the duties and responsibilities described by the classification to which his position was allocated, on a best fit basis, the classification best described the level, scope and diversity of the overall duties and responsibilities of his position. Allegri v. Washington State University, PAB Case No. ALLO-96-0026 (1998).

The overall focus of Ms. Darragh's position and the scope and level of responsibility assigned to her position best align with the Graphic Designer class specification, and her position should be reallocated to that class.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to . . . the Washington personnel resources board Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board (PRB) is P.O. Box 40911, Olympia, Washington, 98504-0911. The main telephone number is (360) 664-0388, and the fax number is (360) 586-4694.

If either party plans to hand-deliver an appeal to the PRB, please call the above number for details. The PRB Office is currently located at 521 Capitol Way South, Olympia.

However, on or around **November 26, 2012, PRB staff will move to a new location in the Insurance Building on the Capitol Campus, 302 – 14th Avenue S.W., 4th Floor, Olympia, Washington.**

If no further action is taken, the Director's determination becomes final.

c: Linda Darragh
Tony Brown, DES
Lisa Skriletz, OSHRD

Enclosure: List of Exhibits

Linda Darragh v. DES
ALLO-11-101

List of Exhibits

1. Request for Director's Review, received October 20, 2011
2. October 1, 2011 reallocation decision letter from DES
3. Position Description Form in effect on October 1, 2011
4. Information Technology Data Processor 3 Class Specification 480H
5. Information Technology Specialist Class Series Concept
6. Graphic Designer Class Specification 198F